

20 December 1979

MEMORANDUM FOR: All Operations Branch Personnel

FROM: Chief, Operations Branch

SUBJECT: Operations Branch Review Procedure

1. A meeting of the Operations Branch was held on 10 December 1979 to review the organizational situation concerning the use of the Intelligence Assistants (IAs) and the coordination of the efforts of the two assigned IAs with the five regular branch reviewers. The objective was to standardize the procedures and seek the most efficient use of personnel. The need for such change emerged when it became obvious that two IAs could not support five reviewers under the old procedures. Under those procedures the IAs took each box of records, made sure they were in order, screened and removed duplicate copies, cover sheets and other superfluous paper, stamped the documents with the reviewers stamp, completed the 4023A form with the exception of two entries, and then passed the box to a reviewer. Here continuation of the review process differed according to the reviewer. Some reviewers completed the 4023A form, filled in the stamp on each document, and made any necessary changes in the classification of the documents. Other reviewers simply completed the 4023A form and returned the box to the IA leaving it to the latter to fill in the stamp on each document and make any necessary changes in document classification. With the IAs doing much of the mechanical work in some cases and almost all of it in the others, they steadily fell behind the reviewers. This uneven work pace complicated the IA's work. They also found it difficult to cope with the differences among the reviewers as to what information should and should not be put in the document title entry on the 4023A form. (This problem was also discussed during the branch meeting but it obviously calls for more formal written guidelines to promote consistency in this regard. Development of such guidelines must receive priority.)

2. Henceforth, the procedure will be as follows: The IA will prepare and screen the material in the box, stamp each document with the reviewer's stamp, tab non-CIA documents, and complete the 4023A form except for the document number and review action. The reviewer will then take all the remaining actions required to include completing the 4023A form, filling in the reviewer stamp, and making any necessary changes in classification of the documents. Any necessary stamping of non-CIA documents will be the responsibility of the reviewer. The reviewer will leave the 4023A forms in place next to the documents they refer to. The box will then go back to the

IA who will remove the 4023A forms scanning them to see if the reviewer made any changes and also to check the 4023A forms for correctness. This gives us a doublecheck on the 4023A forms and the IAs believe it will be beneficial for them to review what each reviewer is doing.

3. Should an IA get ahead in his work he will make ad hoc arrangements with the reviewer or reviewers with whom he is working to take on more of the procedural tasks by filling in the review stamp and changing classification on the documents where required. In this case the reviewer will still be responsible for keeping his or her own statistics.

4. Should the reviewers get ahead of the IAs then the former will take a new box of material and conduct the procedure starting from scratch as was done before IAs were assigned to the unit.

5. Particular care must be exercised when reviewing by folder instead of by document. Since there will be times when the IA will be completing the mechanical work after the reviewer has completed the 4023A, the reviewer must make certain that all tabbed documents are reviewed and properly stamped, and that all other documents are reviewed individually and separate 4023A forms are completed for those documents on which the action is different from the action on the overall folder.

6. To develop better teamwork between the reviewers and the IAs and hopefully improve efficiency, certain IAs will be matched with certain reviewers and will work only with them. The pairings may be changed whenever it is felt the situation would be improved by so doing but only on the approval of the Branch Chief. For the present, IA

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